

**CITY OF SAN DIEGO  
M E M O R A N D U M**

**DATE:** 04/12/04

**TO:** William M. Lansdowne, Chief of Police  
via Adolfo Gonzales, Assistant Chief

**FROM:** Gary Gollehon, Lieutenant

**SUBJECT:** Use of Force Task Force Recommendations Update  
Updates are in **bold** face

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This report outlines the status of the Use of Force Task Force recommendations. Thirty-one of the 100 recommendations are in various stages of implementation and one recommendation was rejected due to a direct conflict with another recommendation. The Police Department absorbed the costs of implementing the thirty-one recommendations during the past fiscal years.

Forty-**six** additional recommendations are scheduled for implementation over the next fiscal year. The minimum estimated cost to implement these forty-**six** recommendations is \$1.7 to \$2 million. The forty-**six** recommendations are listed beginning on page **6** of this report

This report begins by listing the thirty-one Use of Force Task Force recommendations that were implemented in the past and current fiscal year. Reference is by recommendation number and page number from the original recommendation document.

<u>Recommendation #</u>	<u>Page #</u>
1. Adopt revised DP 1.04, Use of Force policy	1
DP as submitted by Task Force needs review by Policy Development Team and CEC approval prior to adoption. <b>New D.P. published and distributed 02/05/04</b>	
2. Adopt revised force “matrix”	4
Part of DP 1.04, see recommendation #1	

3. Adopt revised DP 4.01, Stops, Detentions and Pat-down policy 5  
  
DP as submitted by Task Force needs review by  
Policy Development Team and CEC approval prior  
to adoption.  
**New D.P. Published and distributed 01/26/04**
5. Increase Canine Unit teams 7  
  
See recommendation #5 in recommendations FY 2003
13. More F.A.T.S. training with emphasis on other force options 19  
  
In addition to ROT, officers are offered menu classes  
and squad training where the emphasis is on other  
force options and tactical communications.  
*(Note: The current software disks are dated and  
most officers are familiar with the scenarios.)*  
The following discs are newer and are needed to  
update our system:

State Police Disc 1	\$3,496.50
High Risk Patrol Disc	\$3,500.00
16. Accountability for items missed during searches 22
17. Adopt revised DP 1.05, Firearms Procedure policy 23  
  
DP as submitted by Task Force needs review by  
Policy Development Team and CEC approval prior  
to adoption.  
**New D.P. published and distributed 02/05/04**
18. Adopt revised DP 1.36, Specialty Munitions policy 24  
  
DP as submitted by Task Force needs review by  
Policy Development Team and CEC approval prior  
to adoption.  
**New D.P. published and distributed 01/26/04**

19. Move “deadly force language” to DP 1.04 25
- See recommendation #1
20. Adopt revised DP 1.03, Pursuit Procedures policy 26
- DP as submitted by Task Force needs review by Policy Development Team and CEC approval prior to adoption.  
New DP published and distributed on 11/25/02
21. Adopt revised DP 1.13, Emergency Vehicle Operation policy 28
- DP as submitted by Task Force needs review by Policy Development Team and CEC approval prior to adoption.  
New DP published and distributed on 10/11/02
22. Violation of traffic laws 29
25. Replacement of light bars 33
- Completed, MX 7000 light bars installed on all vehicles.
26. Install sirens with a higher decibel level 34
- Per John Alley, the Department will purchase 100 new siren speakers this year, 100 next year, and 100 in subsequent years until all are replaced. Current cost is \$90.00 per speaker.
43. Continue Vehicle Stop Program as a regular process 55
- Effective 10/4/02, in an effort to ensure accountability a vehicle stop data card has been added to the newly printed citation form. In addition, two cards have been attached to the traffic warning form. This will increase the availability of the forms to field officers. Per Chief Armstead the Vehicle Stop Program will continue indefinitely.

45. Mediation as an alternative to resolve citizen complaints 57
- Mediation program is up and running. First mediation conducted on 03/07/02. As of 08/12/02, seven mediations conducted; all successful.
- 06/05/03, due to budget constraints the Department is seeking alternate funding to keep the program going. 03/29/04, have an offer from a major San Diego law firm to do mediations “pro bono.” Details currently being worked out.**
47. Commitment to change 59
50. Application of force training 62
55. Dialogue on what San Diego wants its police department to be 67
59. Identify perishable skills and provide periodic training 71
- ROT, beginning July 2002 will have 17 hours of training in perishable skills; including firearms, defensive tactics, driving, and tactical communication.
65. Maintain Serial Inebriate Program 79
- On October 21, 2002, Serial Inebriate Program Graduation held at War Memorial Building.
- On June 4, 2003, Serial Inebriate Program Graduation held at War Memorial Building.**
68. Adopt revised DP 6.20, Mental Health Procedures policy 84
- DP revised, published, and distributed 05/08/02.
69. New DP 6.28, Psychiatric Emergency Response Team policy 85
- New DP published and distributed 05/08/02.
70. Implement recommendations & provide feedback to Task Force 86
- Ongoing as recommendations implemented, Task Force advised through e-mail on quarterly basis.

10/14/02, e-mailed information on Serial Inebriate Program Graduation inviting Task Force members to attend.  
10/14/02, e-mailed information about Police Foundation.  
02/20/03, e-mailed information on “INSIDE SDPD” event sponsored by the Police Foundation.  
**03/12/03, e-mailed update to Task Force Members**  
**08/11/03, e-mailed information on “Breakfast with K-9” sponsored by the Police Foundation.**  
**01/15/04, e-mailed link to Task Force members reference Department Funding Needs and Hiring and Attrition.**  
**01/22/04, e-mailed information on “INSIDE SDPD” event sponsored by the Police Foundation.**  
**03/24/04, e-mailed information on “INSIDE SDPD” event sponsored by the Police Foundation.**  
**03/16/04, since mid-January 2004, the Management Analysis Unit has published a revised Department Policy Manual and 123 new or revised Department Procedures.**

72. Upgrade website	90
74. Partner with Deaf Community Services	94
79. Provide business cards	102

To provide 1200 uniformed officers with preprinted business cards would cost between \$52,500 (250 cards) and \$68,700 (1000 cards). Administrative costs are included. (9/30/02)  
Presentation to CEC scheduled for 12/10/02.  
On 12/10/02, CEC approved style of card and authorized an initial order of 500 cards per uniformed patrol officers.  
Assigned to Chief Scanlon as an action item for implementation and procedural issues.  
**04/08/03, per Ops Support initial cost would be \$19,000. Currently on hold due to budget constraints.**  
**09/24/03, Chief Maheu, at the CO’s meeting, stated individuals may purchase business cards**

**through the City Print Shop and outlined details of process.**

84. Start youth forums	107
85. Community information program about 911	108
95. Amend DP 1.30, Press Release and Media Relations	119
DP revised, published, and distributed 05/08/02.	
96. Information release at officer involved shootings	120
Homicide releases officer information within 72 hours of incident, absent any extenuating circumstances.	
100. Release of information	124
(Rejected, direct conflict with Recommendation 95) (This was cited as recommendation 96, subsequent discussion discovered this recommendation was in conflict with D.P. 1.30, recommendation 95.)	

#### **Recommendations for FY 2004 (Timeframe change due to budget constraints)**

The following forty-~~six~~ recommendations are scheduled for implementation in the next fiscal year. Cost estimates, where available, are listed with each recommendation. (Update, recommendation #90 was added on 04/23/02, recommendations #29, #32, and #51 were added on 06/18/02 for a total of forty-four recommendations.) (Update, recommendation #4 was added on 12/19/02, forty-five recommendations.) (**Update, recommendation #14 was added on 04/02/03, forty-six recommendations.**)

<u>Recommendation #</u>	<u>Page #</u>
4. Capture force information in AFR	6
Craig Eastep, Ops Support, presented proposal to CEC on 11/26/02. Concept approved. Database and training currently being developed. <b>06/05/03, effective 07/01/03 force documentation report will be generated when force is used. This</b>	

**will also be used in the Early Identification and Intervention System being developed.**

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|--|----|
| 5. Increase Canine Unit teams  | 7  |
| <p>The initial cost to add four additional Canine Unit Teams is approximately \$1,020,000. (\$255,000 x 4 teams)<br/>This recommendation is ongoing. 4 teams have been added and additional teams will be added if funding is available. (NOTE: This recommendation was included in the initial 31 recommendations and is not tallied in those scheduled for action over the next fiscal year.)<br/>The Department is planning to request funding assistance from the San Diego Police Foundation.</p> |    |
| 7. Evaluate current defensive tactics curriculum   | 10 |
| <p>No cost - Evaluation only</p>   |    |
| 8. Evaluate issuing pepper ball system to all field officers   | 11 |
| <p>No cost - Evaluation only<br/>02/19/03, "PepperBall Systems" loaned, for approximately one year, 63 additional pepperball launchers to SWAT. 81 pepperball launchers have been issued to PRT personnel and are available to all commands around the clock.<br/><b>Note: On 04/01/03, the Department began a 90-day field test of the M26 Taser.</b></p>   |    |
| 10. Discretion in application of handcuffs/Issue waist chain cuffs   | 14 |
| <p>The cost to issue waist chain cuffs to all patrol officers is approximately \$70,000</p>  |    |
| 14. Issue a collapsible baton to all officers  | 20 |
| <p><b>06/05/03, need approximately 1,000 batons at a cost of \$80,000. Currently on hold due to budget.<br/>12/17/03, Chief Lansdowne indicated we would be transitioning to a straight stick, doing away with the PR-24. Cost will be \$7 - \$8 per stick, overall</b></p>  |    |

**cost \$7,000 to \$8,000.**

15. Tuition reimbursement for defensive tactics, stress management and 75% of all costs for college courses 21

This issue requires further study. Tuition reimbursement affects all city employees and may require labor discussions.

29. Pursuit/Emergency Vehicle Operation training 39

Vehicle operation was part of the last ROT phase. In addition, vehicle operation is part of the “perishable skills” training at ROT beginning July 2002.

31. Review past internal and external reviews of SDPD processes 43

No cost - Review currently in progress  
Review completed. Where possible similar recommendations identified and cross-referenced with current recommendations. This will provide an historical perspective and identify recurring recommendations.

32. Evaluation of training curriculum 44

The Regional Academy is one of four “test” academies in California to develop and incorporate the concepts of “leadership, ethics and community policing” into any and all areas of academy instruction where they fit. This is under the coordination of POST. This project is approximately one year old and is entering a new phase. The complete academy curriculum was reviewed and potential “insertion points” were identified. These are places where the three concepts already exist, or are appropriate places for evaluation or definitely require the addition of these considerations.  
The current activity consists of a review of these insertion points. Curriculum content change is being proposed where appropriate, and instructional delivery, learning activities and/or testing processes are being considered for adjustment.



Changes, once identified and recorded, will be used to alter Academy training curriculum at the test sites. The pilot program will include implementation of this experimental curriculum and assessment of its effectiveness. In terms of content and statewide impact, it is anticipated that this project will require 3 to 5 years to complete.

**06/05/03, this project is scheduled to be implemented in the first academy after July 1, 2003.**

34. Evaluate officers stress levels, bias, and coping skills 46

A proposal has already been made to create an employee health unit offering department wide peer support. Training could be provided by the Police Department's psychological provider, FOCUS, under their existing contract. A program manager for the health unit would be hired at an approximate cost of \$90,000 per year in salary and benefits.

Announcement published, 04/25, seeking volunteers for The Member Assistance Program, a prevention and intervention service to assist peers with stress caused by professional and personal issues.

40 volunteers, 9 civilian and 31 sworn selected. Training agenda reviewed and approved. Dr. Brunton developing training materials. Training sessions pending.

12/05/02, 27 Department members completed training in November and are available to assist other employees. The Department is soliciting additional volunteers and has scheduled another training session for February 2003.

12/11/02, Department established the Employee Health Section, a branch of the Personnel Division. The Health Section contains the following units and programs:

- Medical Assistance Unit
- Alcohol/Substance Abuse Program
- Member Assistance program
- Chaplain Program
- Peer Support Program
- Safety Committee

Their mission is to provide assistance and support to all Department employees who are injured or ill, incurred on or off duty, and to facilitate their prompt recovery and return to full duty. In addition, they will

enhance existing personnel psychological support programs, and address the issues of alcohol/substance abuse and officer-involved suicide.

02/23/03, 23 additional volunteers are in training. Quarterly update training is in progress for the original team members.

The Member Assistance Program has been available to our employees since mid-December and has been well received.

**03/25/03, a second group of MAP volunteers completed training on 03/08/03.**

**During the second quarter of 2003, MAP assisted 154 Department employees. Quarterly refresher training scheduled for September.**

**02/04/04, for 2003, Department assisted over 500 employees.**

**04/01/04, a third group of volunteers completed training on 03/27/04.**

35. Real time information regarding citizen complaints 47

Will be available as part of program developed in recommendation 71.

(See recommendation 71 for costs.)

36. Training in customer-oriented communications 48

Requires further study. The costs involved will depend on the curriculum and training resources utilized.

Two hours of Tactical Communication in current ROT.

The Core Instructor has re-written the curriculum to include customer service components. Additionally, the issue of how law enforcement actions may be perceived by the public is explored.

Police Foundation and their community partners funded a three semester Spanish language program for officers.

26 officers graduated from the program in early December, 2002.

01/06/03, 12 officers have been certified as bilingual and the remainder will be taking the test in the near future.

02/10/03, budget submitted for next training session.  
If approved, next class will start in March, 2003.

37. Stress management/education resources 49

Requires further study. This could possibly be handled by FOCUS with minimal or no additional costs to the department.

38. Peer counseling telephone hot-line 50

In addition to the cost of a telephone line, there is also a cost per call that cannot be determined at this time. Although volunteers would be utilized, there may be costs involved in the training of the volunteers. Further study is required.

39. Cultural instruction and interaction 51

Requires further study. Actual costs will depend on the extent of the training, who will conduct the training, etc. A three hour course on Arab Culture and Religion has recently been added to the Menu Class offerings. On November 8, 2002, during agency specific training, SDPD members of the 53<sup>rd</sup> Academy will attend a one day "Cultural Awareness and Community Concerns Day."

40. Conduct racial/cultural sensitivity training 52

Requires further study. This recommendation involves hiring an outside vendor to provide the training. The state requirement for Cultural Diversity/Discrimination training is 24 hours for the Basic Academy. The San Diego Regional Public Safety Training Institute currently offers 38 hours on these topics. Additionally, basic Spanish for law enforcement is not required by the state; however, the San Diego Regional Public Safety Training Institute requires 32 hours in the Basic Academy. There are 8 training topics included in the Cultural Diversity/Discrimination training block. These topics include: Prejudice and discrimination; perceptions

and stereotypes; human rights; effective law enforcement contacts; cross-cultural communications; cross-cultural contacts; hate crimes; and sexual harassment.  
5 hours of racial profiling training is mandated in the 2002 Regional Officer training program.

41. Racial profiling as element of recruiting, hiring and training 53

Requires further study. This recommendation may involve continuing the existing analysis of traffic stops and conducting community surveys.  
ROT beginning July 2002, will have racial profiling as a component of the training.

44. Mediation training for field dispute resolution 56

Requires further study. The costs involved will depend on the curriculum and training resources utilized.  
RCPI offers a two-day class "Mediation for Law Enforcement Officers." The class is designed for experienced facilitators to learn the skill of mediation and conflict resolution for use within their departments and communities.

46. Professional assistance for stress-related problems 58

If this could be handled by FOCUS and/or EAP, there would be no significant new costs.

51. Education process with San Diego Unified School District 63

Currently identifying all existing programs/involvement between SDUSD and SDPD.  
Numerous identified but weak in middle school programs.  
Through a grant involving the Police Foundation, SAY SD, SDPD, and San Diego City Schools there will be a program at O'Farrell in S/E that will focus on Middle School students. An officer will meet with five different groups of students for 2 hours a week. The component of the program the officer will be involved with is called "Safety/Decision Making." Topics included will be; conflict resolution, problem

solving, anger management, resisting peer pressure, decision making, mediation, positive view of police and law enforcement.

53. Continual review of quality of content and instructors 65

Requires further study. The recommendation does not indicate who would be responsible for auditing the classes. There may be a cost involved if it is necessary to contract with outside sources.

56. Formal mentoring program 68

No cost involved.

60. Periodic column in newspapers 72

No cost involved.

61. Video, "Recognizing Mental Illness: A Proactive Approach" 73

No cost involved, video is available from POST.

62. Increase level of mental health training 74

Requires further study. The costs involved will depend on the curriculum and training resources utilized.

**03/12/03, Chief Maheu advised currently assessing training dealing with mental illness calls to include video updates on how to handle calls.**

**06/03, Law Enforcement Mental Health Training Committee developed new training outline.**

**10/15/03, Presentation CCA first week of October, overwhelming endorsement.**

**On-going internal meetings to determine how to fund and make training happen,**

63. Training in stress debriefing 76

Requires further study. The costs involved would depend on the curriculum and training resources utilized.

64. Expand PERT and HOT 77
- PERT cost is \$99,000 per clinician  
HOT cost is \$292,000 per team
66. Resource guide for officers for homeless/mental health issues 81
- Requires further study. The costs involved would depend on the resources utilized.
67. Create educational video involving persons with mental illness 82
- Requires further study. The costs involved would depend on the training resources utilized.
71. Develop Early Warning System to identify problem employees 88
- Cost: \$50,000. Attempting to develop a partnership with the Crime Commission for financial assistance.  
Tampa Police Department will give a presentation on their Early Warning System, in San Diego, April 17-18. Presentation provided valuable input. Revised proposal being drafted for CEC presentation. Customers have been identified and initial planning meeting is being scheduled.  
7/25 Grant Management Analyst D. Warlick obtained info on our proposed program and will submit grant application to COPS. \$75,000 grant is available to police departments for implementing an EWS/EIP program. Application submitted.  
10/15/02, Department selected to receive grant, total funding \$125,000. Once administrative procedures necessary to accept grant are completed ( 3 to 4 months), development will begin.  
02/26/03, Grant funds received. Program meetings are being scheduled.  
**06/05/03, Core Group has had two meetings. Current focus is the development of computer programs to track and integrate the various categories.**  
**03/29/04, continuing development phase.**

77. Chief on-line to talk with public 99
- Requires further study. The costs involved would depend on the resources utilized. The department currently maintains its own website but the implementation of an on-line chat forum would necessitate additional resources.
78. Review Communications hiring, retention, promotion process 100
- No significant cost.
80. Update wallet size public information cards 103
- Was recently distributed in “flyer” form. Wallet cards are available and cost approximately \$155 per 3000. Wallet size cards were reviewed for accuracy and are current. Adequate supply on hand.
81. Video/audio PSA’s regarding Community Partnerships 104
- No cost.
82. Neighborhood Watch Program - Purchase signs 105
- The signs are purchased from a private company. The City cannot produce the signs because the Neighborhood Watch logo is copyrighted. The signs and hardware currently cost \$80 each. The actual cost of this recommendation would depend on the number of signs needed. One sign for each of the 103 neighborhoods would cost \$8,240.
83. Role of Crime Stoppers 106
- No cost could be accomplished via a PSA.
86. Recognition of various police uniforms 110
- No cost could be accomplished via a PSA.

87. PSA's on emergency vehicle right of way 111

No cost could be accomplished via a PSA.

88. Award from Department to media 112

Requires further study. The cost would depend on the type of award, how elaborate the presentation ceremony, the necessity of renting a facility, etc.

89. Open House 113

No cost could be accomplished via a PSA.

90. Public series of academy like classes 114

RCPI is developing a citizen academy. It will be approximately six weeks in length; meeting for 3 hours on Wednesday nights. Topics will include; Law enforcement procedures, COPPS, Gangs, Narcotics, Identity theft, Crime prevention, Use of force, Firearms, Police pursuits, Ethics, IA/CRB, and a ride-along. First class began June 5, 2002 and graduated July 24, 2002. New academy in planning/funding stage.

The San Diego Police Foundation is sponsoring a series of "INSIDE SDPD" events. This is a hands-on opportunity for the community to get a feel for the work police officers do. Use of force training, vehicle stops (the community members are the cops), and specialized units like K-9 and SWAT are included in the event.

92. Increase Canine demonstrations 116

No cost

According to the Canine Lt. in 2001, 39 demonstrations given; average 3.3 per month.

YTD 2002, 36 presentations, average 4.5 per month.



94. Media guidebook 118

In the process of being designed and implemented.  
On March 28, 2002, Media Relations e-mailed to the media the updated Media Resource Guide.

97. Roundtable discussions 121

No cost

98. PIO to work weekends 122

Further study needed. Cost analysis and the need for PIO services on the weekend are factors.

99. Ride-along with Media 123

No cost

The minimum cost to implement these forty-~~six~~ recommendations is \$1.7 to \$2 million. This cost includes four Canine Units, one HOT team, and one PERT team. Increasing the number of these teams would increase the total estimated costs. There are also recurring costs involved in increasing the size of these specialized units and that amount has not been factored into this figure. Additional evaluation on these recommendations is underway.

Gary Gollehon, Lieutenant  
Professional Standards Unit